



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
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WASHINGTON, D.C. 20350-1000  
9 December 1998

MEMORANDUM FOR CHAIRPERSONS, EXECUTIVE RESOURCES BOARDS

Subj: PERFORMANCE EXPECTATIONS FOR MEMBERS OF THE SENIOR  
EXECUTIVE SERVICE


As the Department of the Navy (DON) continues to downsize and streamline, the importance of leadership from our Senior Executives becomes more critical. Without leaders who both recognize the value of learning and use it to enable us to do things in innovative and more efficient ways, the DON will be unable to meet the unprecedented challenges of the future.

While we pursue initiatives of change, we must ensure that our senior leaders are both incentivized and recognized for taking on this responsibility. They should be incentivized to:

- Anticipate the future and make better decisions, sooner.
- Learn to interact with other organizations and find out what has worked for them.
- Innovate and encourage others to share their best ideas.
- Adapt by recognizing early indicators of change, seeing things in new ways, and effectively dealing with new situations.
- Build and enhance characteristics that add value, and not simply change for change's sake.

As part of our efforts to encourage our Senior Executives to lead in this changing environment, I have approved the implementation of the Executive Leadership Forum. Another step that we need to take is for you to reflect in your Senior Executives' performance standards criteria which incorporate the expectations I have outlined.

These leadership indicators will be taken into consideration when the performance review process is conducted for the Senior Executive Service (SES) during the 1999 rating cycle. The precepts under which Performance Review Boards will operate will be revised accordingly. Please ensure that a copy of this memorandum is provided to all Senior Executives and their supervisors. It is incumbent upon you to ensure that our people do not suffer during the evaluation phase because their criteria have not been modified appropriately.

  
JERRY MACARTHUR HULTIN 12/9/98  
Under Secretary of the Navy

Copy to:  
Heads of SES components  
SES supervisors